

Project Plan

Criminal Justice Information Systems Integration

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Information Technology Department
Criminal Justice Information Systems Integration
Project Plan

Phase I: Introductory Information

What is the purpose of this plan ?

The purpose of this plan is to provide a description of the Criminal Justice Information Systems Integration project including the rationale for the project, the scope, goals and objectives, roles and responsibilities, problems, budget, project team membership, schedule, and reporting requirements.

What is the Criminal Justice Information Systems Integration project ?

To work collaboratively with the Governor and his designees; the Iowa Supreme Court and staff; policymakers from federal, state, and local governments; and criminal justice agencies and associations, to develop and implement information technology solutions for the purpose of integrating the criminal justice systems from courts, law enforcement, corrections, and other governmental entities.

What is prompting the project ?

Currently, criminal justice agencies around the State have their own individual information systems that are intended to meet their own operational needs. They were not developed to maximize the use of available technology to collaboratively share important information between criminal justice agencies. This type of arrangement results in jeopardizing public safety, redundant data entry, ineffective decision-making, delayed data retrieval time, ineffective program evaluation, wasting resources, and increased exposure to litigation. Because of these problems and issues criminal justice agencies throughout the State have become aware of the importance of integrating their information systems in order to share critical data at critical times.

What roles and responsibilities do the project managers and the ITD consultant have ?

The project managers for this project are Larry Murphy from the Judicial Branch, John Baldwin from the Department of Corrections, Richard Moore from the Division of Criminal and Juvenile Justice Planning, and Larry Grund from the Department of Public Safety. These project managers are all members of the Criminal Justice Information Systems Integration Strategic Planning Team and will provide direction, guidance, and advise to the ITD consultant as the

State migrates towards an integrated justice system. The ITD consultant, David Meyers, will coordinate the integration initiative among all stakeholders and provide advocacy, research and development, planning, and coordination services to all stakeholders.

What is the scope of the project ?

The following elements represent the scope of the project:

- Integrating the functionality and interoperability of criminal justice information systems.
- Establishing a governance structure that provides for the ongoing planning and oversight of integrated criminal justice information systems in Iowa.
- Enhancing the efficiency, effectiveness, and accuracy of Iowa's criminal justice information.
- Developing information technology architecture for an integrated criminal justice system in Iowa that makes appropriate use of the operational systems of participating agencies.
- Establishing standards to enable sharing of information among, and between, local and state jurisdictions.
- Establishing technical systems such as networks and warehouses that permit sharing of information between justice systems.

This project **will not** result in the elimination of the individual operating systems of each criminal justice information system in the state and replacing it with one standard, uniform operating system.

What are the politics and the potential problems ?

Turf issues are particularly noticeable between criminal justice agencies at all levels of local, state, and federal government. Often times these issues manifest themselves in an uncooperative and adversarial type of relationship that can impede cooperation and sharing and help to maintain a strict separation of information.

In any type of environment there are going to be those individuals who **resist change** for any reason. Some people prefer to maintain the "we've always done it this way" type of thinking and will resist any progress or growth because it's new.

Some high level decision-makers assume that they have to share all of their information with all agencies in order to participate in an integrated system. This is not true, but this **lack of understanding** may create a climate of resistance to establishing an integrated system.

A **lack of funding** is always an issue. As the project proceeds there will be definite financial considerations that will need to be addressed.

An effective governance structure made up of representatives from all agencies involved in the criminal justice process is needed for a successful integration project. A **weak or ineffective governance structure** will be able to accomplish very little.

The possibility that there may be **conflicting goals** among the different criminal justice agencies is very real. The various agencies may have their own agendas, hidden or otherwise.

The **inter-branch differences** that exist between the Judicial Branch and the Executive Branch may challenge the project. This separation of powers, while necessary, may pose some unique challenges to overcome.

In any group of people there will be **personality clashes** that can disrupt productivity. This is true also among criminal justice practitioners.

What is the project priority ?

Standard

What are the update and project status expectations for the project ?

The ITD consultant will meet weekly with the Administrator of the Policy and Planning Division to provide verbal updates on the status of the project and to discuss issues, problems and concerns. Additionally, a written update will be entered weekly via Group Systems to document the project status. Also, the ITD consultant, to outline the process to be used and the steps to be taken to complete the project, will complete a Statement of Work and a Project Plan.

How realistic is the project deadline ?

The project is due for completion by the end of September 2004, which is the end of the first quarter of state fiscal year 2005. A review of the literature from integration projects around the country suggests that this timeframe may be somewhat aggressive. There will need to be some flexibility built into the timeframe and projected completion date.

Phase II: Project Planning

What are the benefits to be achieved ?

The project intends to provide the following benefits:

- Improve public safety
- Eliminate data entry errors and redundant data entry

- Provide complete, current, and more timely data
- Improve the ability to evaluate the impact of policy decisions
- Maximize human and financial resources
- Improve data retrieval response time
- Provide for better, more informed decision-making
- Improve the operational effectiveness of existing systems

What are the goals, objectives, and timeframes* ?

(*identified by calendar year, not fiscal year)

Goal 1: Receive guidance and input on the project from the Criminal Justice Information Systems Integration Strategic Planning Team.

Objective 1: Hold an initial meeting to establish a course of action (June 01).

Goal 2: Secure initial funding to begin the integration project.

Objective 1: Work with the Dept. of Corrections, Dept. of Public Safety, Parole Board and DNR to develop a joint Return on Investment (ROI) document to secure pooled technology funds to begin the integration project (May 01).

Objective 2: Submit the first draft of the joint ROI document to the ITD Office of Quality Assurance for review (June 01).

Objective 3: Submit the final draft of the joint ROI document to the ITD Office of Quality Assurance for funding consideration (July 01).

Goal 3: Develop a governance structure to oversee the integration process and enable the stakeholders to cooperatively and effectively work together.

Objective 1: Hold a meeting of the Strategic Planning Team to determine which groups should be involved in an initial stakeholder meeting (June 01).

Objective 2: Receive governance structure guidance from the Governor and the Chief Justice and send out letters of invitation to the effected stakeholders (July 01).

Objective 3: Hold the initial meeting of stakeholders to determine the governance structure as well as board and committee memberships (August 01).

Goal 4: Web enable access to the Iowa Court Information System (ICIS).

Objective 1: Contract with ABC Virtual to support the application (May 01).

Objective 2: ABC Virtual and ITD staff will troubleshoot the application (May 01).

- Objective 3: ITD Customer Support and Operations Divisions will assign staff to be points of contact for all ICIS related issues (June 01).
- Objective 4: ABC, ITD, and ICIS will hold weekly meetings until Web enablement is complete (ongoing).
- Goal 5: Formalize a process by which the governance structure will make decisions including policy planning, programming and implementation.
- Objective 1: Schedule a connected series of stakeholder meetings to receive input to determine the best method of decision-making throughout the project (Jan. - Mar 02).
- Goal 6: The governing body of stakeholders will create a collective mission and a set of shared goals that all agree are optimal to achieve information integration and sharing.
- Objective 1: Schedule a connected series of stakeholder meetings to develop a mission statement and define a clear set of agreed upon goals (Jan. - Mar 02).
- Goal 7: Decide on a project scope that meets immediate and future needs and is reasonable given jurisdictional resources.
- Objective 1: Have the governing board, in consultation with the other stakeholders, develop the scope of the project (Jan. - Mar. 02).
- Goal 8: Based on the goals and the scope, create a detailed set of information sharing needs, both intra and inter agency, of all participating agencies.
- Objective 1: Convene a series of meetings comprised of all the stakeholders to receive their input on what information they may need or want (Apr. - June 02).
- Goal 9: In collaboration with information technology advisors, develop and design an information sharing system approach that meets the goals, objectives, and needs of the stakeholders.
- Objective 1: Utilize existing staff expertise or contract with a qualified consultant to review and develop an information technology architecture (Apr. - June 02).
- Goal 10: Develop cost estimates and seek an appropriate level of funding from available sources.
- Objective 1: Establish a financial advisors working group to review the costs associated with project and identify funding options (Apr. - June 02).

Objective 2: Develop a plan to secure the appropriate funding (Apr. - June 02).

Goal 11: Implement operational enhancements to allow for system wide sharing of information.

Objective 1: Deploy the Department of Corrections statewide offender database, Project ICON Mercury (Mar. 03).

Objective 2: Deploy the NCIC 2000 computerized information system (June 03).

Objective 3: Implement the new FBI security policy (June 03).

Goal 12: In collaboration with information technology advisors, phase in the new system, either upgrading or replacing the in-place system and/or information sharing practices (Sept. 30, 2004).

Goal 13: Maximize the use and capabilities of the Justice Data Warehouse (continuous).

What financial resources are needed to complete the project ?

Pending

Phase III: Project Team

Who is on the project management team ?

The following staff resources make up the project management:

ITD Consultant: Dave Meyers	Judicial Branch: Larry Murphy
ITD Senior Advisor: Debbie O'Leary	Dept. of Corrections: John Baldwin
ITD Technical Advisor(s): TBD	Dept. of Public Safety: Larry Grund
ITD Database/Warehouse Advisor(s): TBD	Criminal Justice Planning: Richard Moore

Additionally, the governance board as well as any other advisory committees that are established will be key resources that will be utilized to provide direction and guidance on the project.

How will team performance be achieved ?

Team performance will be maximized and achieved by encouraging initiative, decision-making, and innovation among the team members by fostering an atmosphere of open trust and communication. This will be accomplished by showing the decisiveness to lead by example and stressing that everyone should share his or her own ideas and experiences so that the group can build on the group's total experiences rather than on individual ideas. Also, it will be stressed

that it is necessary for everyone to share in the responsibility for the project and to understand that team needs take precedence over individual desires. Instilling pride or group identity will facilitate cooperation and commitment among the team members which will ultimately guide the team to achieve its goals.

Phase IV: Project Implementation

What is the overall project schedule ?

The total project implementation timeframe will run from April 20, 2001 through September 30, 2004. A more detailed breakdown is contained in Phase II above.

How will schedule and timeframe revisions be managed ?

The governing board and the Strategic Planning Team will maintain the responsibility for making adjustments and revisions to the project schedule. The ITD consultant will ensure that senior ITD managers are aware of any significant schedule changes or deviations.

Phase V: Project Reporting

How often and in what format will progress reports and other documentation be developed ?

Reports and other updates will be provided as necessary as determined by the governing board, the Strategic Planning Team, or by senior ITD managers. Additionally, the ITD consultant will provide periodic updates when deemed appropriate to convey critical information.

Who will be audience for the reports ?

The audience for the reports will be will vary depending on the content of the report. The audience may include any combination of the following:

Governor	Public
Legislature	Courts
ITD staff	CJIS stakeholders

What will be the report design/format ?

In order to maximize flexibility and meet customer needs a standard reporting format will not be used. The information will be portrayed in the manner best suited for the specific instance. The ITD consultant will retain the ability to customize reporting formats as necessary.